ANALYSIS OF EMPLOYEE SPIRITUALITY ON ORGANIZATIONAL BEHAVIOR

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Abstract

   This article aims to study spirituality where it is a new discussion in the study of organizational behavior. By conducting a literature review, this article discusses the concept of spirituality, developments and research examples, as well as several theoretical concepts from previous research that can be used as a reference for the development and theoretical growth of spirituality studies on organizational behavior. In the future era, the study of spirituality can be further developed by strengthening the theoretical foundation and improving the design of empirical research methodologies.

Keywords: *Spirituality, Organizational Behavior*

Abstrak

   Artikel ini bertujuan untuk mempelajari spiritualitas dimana hal tersebut merupakan pembahasan baru pada kajian perilaku organisasi. Dengan melaksanakan kajian literatur, artikel ini membahas konsep spiritualitas, perkembangan dan contoh penelitian, serta beberapa konsep teoritis dari penelitian sebelumnya yang bisa dijadikan acuan perkembangan dan pertumbuhan teoritis kajian spiritualitas pada perilaku organisasi. Di era mendatang, kajian spiritualitas bisa dikembangkan lebih lanjut dengan menguatkan landasan teoritis serta meningkatkan desain metodologi penelitian empiris.

Kata Kunci: *Spiritualitas, Perilaku Organisasi*

A. Introduction

   Currently the modern world is being constrained by several problems including social, economic, and environmental where it is the result of human greed. It is a large-scale problem that has triggered mankind on

a new quest for a life of harmony and peace, a quest that is essentially a spiritual journey. This spiritual approach stipulates that people work not only with their hands, but also with their heart or spirit. (Karakas & Sarigollu, 2019)

Spirituality has become something that has started to be discussed in the study of organizational behavior. (Langford et al., 2020) describe in Chapter 2 in the discussion of Organizational Culture. In the book, it is explained that spirituality in organizational studies is raising criticism and doubts that ask about the usefulness and practical aspects of spirituality. There are critics who claim that attention to spirituality cannot describe the differences in trust between employees and stakeholders. Discussions about unity, honesty, sharing, and being open, look more like normative and unscientific religious advice. The findings of several studies regarding the uses and problems of spirituality are still scattered and cannot be concluded clearly. There is a lack of strong theoretical foundations and research designs for some existing spiritualities .

(Panzini et al., 2017)describe that Spirituality in the workplace is not a trivial idea. In fact, workplace spirituality reviews human activities related to individual development, compassion, meaningfulness and joy in the workplace, honesty, trust, work commitment, employee welfare and performance. Successful organizations such as HewlettPackard, Tom of Maine, Ford Motor Company, World Bank, AT&T, Chase Manhattan Bank, DuPont, and Apple Computer, create programs that bring spirituality to the workplace (Foerster-Metz et al., 2018).

(Pan et al., 2018) explains that the phenomenon of spirituality in the workplace is described as an inner life experience that develops in a meaningful experience. Employees want to instill a meaningful life through work. Because people generally spend most of their lives at work and often derive their social identity from the workplace. What they experience at work greatly affects their mental and physical health so that the desire to be more meaningful in relationships and a greater sense of purpose in the workplace becomes a hope

B. Discussion

(Grego-Planer, 2019) explains that Spiritual comes from the word spirit. Spirit has the meaning of spirit, life, influence, and enthusiasm. Spirit is also often interpreted as a spirit or soul. The figurative meaning is the spirit or attitude that underlies human action. Spirit is also often interpreted as an entity, creature or a real form of energy, even though it is not visible to the naked eye and does not have a physical form like humans, but the spirit exists and lives.

Spirituality is a state or experience that can provide some individuals with direction and meaning, or provide feelings of learning, support, inner wholeness, or connectedness. Connections to oneself, others, the universe, God, or other supernatural forces. Gibson further explains that this definition involves inner feelings, connected with work and colleagues.

(Nuckcheddy, 2018)describe spirituality as a specific form of feeling at work that energizes action. Similarly, (Mitchell, 2018) describe spirituality as a basic feeling of being connected to one's complete self, other people, and the whole universe.

In various other literatures, the level of spirituality is often termed spiritual intelligence (spiritual quotient) which was popularized by (Rathee & Rajain, 2020). (Iqbal & Khan, 2020) describe spiritual intelligence as intelligence to deal with and solve problems of meaning and value, namely intelligence to

position our life behavior in a broader and richer meaning, intelligence to judge that one's behavior and way of life is better. meaningful compared to others. Zohar and Marshall even explain with ultimate intelligence, where the peak here is the highest human intelligence beyond the two previously understood intelligences, namely intellectual intelligence and emotional intelligence. (Baldacchino, 2017) Spiritual intelligence is the pillar supporting IQ and EQ. IQ and EQ are intelligence that can be seen, while SQ (spiritual intelligence) is not. Understanding of intelligence and its application depends on each person's personal values, motivation to understand more about spiritual intelligence, level of self-awareness, and willingness and ability to "let go". (Sharma & Kumra, 2020) describe that work spirituality is defined as how employees experience being excited and energized by their work, gaining meaning and purpose in their work, feel that they can express themselves at work and feel connected to some of the people with whom they work.

(Indradevi, 2020) describe that spirituality at work includes trying to achieve one's ultimate goals in life, fostering close relationships with other people and work-related coworkers. , and have consistency or alignment between one's beliefs and the values of their organization. Harrington, Marschke, & Preziosi (n.d.) describe spirituality at work as being about some people studying themselves as to which beings who have passion and enthusiasm should be energized through their work. It's about passing purpose and true meaning at work more than paychecks and performance reviews. Spirituality is the association of people who share and pass affection, attraction and togetherness with one another in their work and the organization as a whole.

There is also an explanation of spirituality or spiritual intelligence by relating it to religion. (Rias et al., 2020)That spiritual intelligence is the ability to give the meaning of worship to every attitude and activity through several steps and perceptions that are natural, lead to a complete human being (hanif) and have monotheistic thinking (integralistic). So spiritual intelligence here is a segment of religion that is included at the level of the divine realm".

As people who popularized spiritual intelligence, two scientists from Harvard and Oxford University, namely: Danah Zahar (psychologist) and Ian Marshal (physicist), concluded that in every human being there is spiritual and spiritual potential inherent in the human person. Scientific evidence from the existence of spiritual intelligence can be seen in experiments conducted by research psychologist and neuroscientist, Michael Persinger in 1990 and 1997, and a well-known neuroscientist, VS Ramachandran and his team from the University of California who discovered the existence of a God-Spot in the fused human brain, and located between the nervous tissue and the brain, or rather on the side of the head called the temporal lobe. The second piece of evidence is research conducted by the Austrian neurologist Wolf Singer in the 1990s with what is called The Binding Problem, which shows that there is a neural process in the human brain that concentrates on trying to unify and give meaning to our life experiences. Binding problems are experiences that are often encountered by those who practice meditation, namely the feeling of being at one with nature, feeling that the person has a balance with his surroundings, and is followed by a feeling of calm. This God Spot always guides and always gives spiritual meaning to some activities carried out by humans. From this it can be seen that in every human being there are several qualities and some noble spiritual values as a gift from God (Nakayama, 2019).

SQ is not always related to religion. Many Humanists and Atheists have very high SQ. If a person's SQ has grown well, then some of the signs that will be seen in a person include:

1. Ability to behave flexibly

2. High level of consciousness

3. Ability to deal with and take advantage of suffering

4. Skills in dealing with and overcoming pain

5. Quality of life inspired by vision and values

6. Reluctance to produce unnecessary losses

7. Tendency to see the relationship between various things (holistic view)

8. Inclination of fact to ask "What if?" or "Why?" to find the basic answer

9. Have the ease to work against convention. (Majeed et al., 2017)

Some scientists explain the difference between the concept of spirituality with religion or religiosity. Spirituality tends to be personal, global, and positive. Meanwhile, regiusitas are more external, exclusive and negative. In a sense, spirituality can exist in anyone who is private, but open, and tends to positive attitudes to interpret himself. Meanwhile, religiosity is driven from religious teachings whose beliefs are meaningful from outside the individual, depend on the teachings of his religion, and can have a negative impact due to differences or coercion as a consequence of a religious obligation.

It is also described that the distinction between the two is only an artificial matter. As a differentiating option, the concept of spirituality is added to the five factors of personality psychology known as the "Big Five Personality", which becomes the six factors with the added factor of spirituality. This concept of spirituality does not conflict with other well-established psychological concepts such as the Big Five which have also been linked to job performance. It is also speculatively explained that spirituality, manager attitudes, and job performance are, to a certain extent, interconnected.

1. *Organizational Behavior Theory*

An organization is a consciously organized social entity, with a relatively identifiable boundary, that works on a relatively continuous basis to achieve common or group goals. Organization is seen as a social system unit to achieve common goals through efforts/groups. (Jiang et al., 2017)

In managing human resources in order to work properly, it is necessary to carry out work management and people management activities. Functions related to work or task management, namely the functions of organizing, controlling, and planning. Meanwhile, those related to people management relate to the implementation of the functions of communication, leadership, and motivation. By carrying out this function, several people or groups who work together can work effectively and efficiently to achieve organizational goals.

Organizational behavior is "a special field that has a general subject of knowledge including three determinants of behavior in organizations, namely individuals, groups, and structures and their application to form organizations that can work more effectively".

2. Antecedents of Spirituality in Organizational Behavior

(Zhang et al., 2018) describes that there are four concepts which are pioneers of the concept of spirituality in organizations that simultaneously have an interest in transcendent self-interest as studied on spirituality in the workplace. The four concepts that preceded spirituality in the workplace are transformational leadership, organizational citizenship behavior, organizational support, and procedural justice. These four concepts were born a decade earlier than workplace spirituality. Spirituality in the workplace emerged in the 1990s, while the four concepts described were born in the 1980s. This indicates that these four concepts are pioneers of spirituality in the workplace, and also provide a variety of different explanations for the study of spirituality in the workplace, and also help the discussion of spirituality in the workplace. work on the more global study of organizational behavior. However, these four preceding concepts are not the cause of the emergence of spirituality in the workplace.

Change leadership is the ability of the leader to inspire and motivate followers to achieve greater results than planned and more for internal rewards. This leadership triggers followers to pursue transcendental goals rather than short-term self-interest, and to achieve self-actualization rather than simply seeking security. The development of several factors of change leadership was developed by Bass (Weick, 2017). The five factors are:

a. Charisma, where the leader is able to gradually instill a sense of value, respect, pride and articulate a vision.

b. Individual attention (Individual attention), where the leader pays attention to the needs of employees and provides useful projects so that subordinates grow personally.

c. Intellectual stimulation, where the leader helps his subordinates rethink some rational ways to test the situation (triggering his subordinates to be creative and innovative).

d. Contingent rewards, in which the leader tells subordinates what needs to be done in order to receive the rewards they want.

e. Management by exception, where the leader allows subordinates to carry out their work without intervening unless the task is not completed on time and at a reasonable cost.

Organizational citizenship behavior (OCB) born in 1983 through a study in the same year conducted by Bateman and Organ, and also by Smith's study. This is based on something that has been conveyed by Organ that measuring employee performance may not cover the overall performance that he actually carries out (Zhang et al., 2018). In other words, he did more than what was supposed to be done. This is done because he is driven more by an internal, internal motivation called self-transcendence, rather than some personal gain. There are five dimensions of OCB, including altruism, conscientiousness, civic virtue, sportsmanship, and courtesy which describe the various ways in which employees' attitudes seek benefits that are not just for collecting values and direct rewards for themselves. This shows that the concept of spirituality in the workplace seems to share the concept of employee-trancedence in the OCB concept

C. Conclusion

Based on literature review on spirituality in organizational behavior framework. There are some differences as well as similarities. Although there are some skepticism and doubts about the "scientific prowess" of spirituality in the study of organizational science, some writings seem to refer to the theoretical and empirical strength of spirituality studies on organizational behavior. At least (Sani & Maharani Ekowati, 2020)identified four areas of study, including transformational leadership (transformational leadership), organizational citizenship behavior (organizational citizenship behavior), organizational support (organizational support), and justice. procedural justice, which in principle shows a theoretical description of spirituality. These four discussions have been accepted in the study of organizational behavior, so it can be seen that in the future the development opportunities are getting stronger.

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